

MANUFACTURING EXTENSION PARTNERSHIP

Success Stories from the Field

Shalmet Corp (hq)

Manufacturers Resource Center

SHALMET LEAPS FORWARD WITH LEAN

Client Profile:

Shalmet Corporation specializes in coil-to-coil, coil-to-bar, and bar-to-bar processing of stainless steel, titanium, and other high tensile strength materials. Shalmet has more than 30 years of experience processing steel to customer specifications. The company serves a variety of industries, including automotive, aerospace, and oil exploration. Located in Orwigsburg, Pennsylvania, the company employs 188 people.

Situation:

Shalmet is working with the Manufacturers Resource Center (MRC), a NIST MEP network affiliate, as part of an ongoing commitment to continuous improvement. One of the areas selected for an improvement project was the company's coil-to-bar line. Inconsistent set-up procedures among crews working different shifts were creating production delays. With four 12-hour shifts scheduled for each day, some crews and line managers never saw each other to communicate problems and find solutions.

Solution:

MRC addressed the problem by taking a lean approach. First, every crew member participated in MRC's Lean 101 training seminar. MRC followed training with a value stream mapping exercise. After assembling all the line managers, a maintenance representative, and the operators together, MRC helped the team evaluate the set-up process and collectively identify problems. Under MRC's guidance, the line workers collaborated to resolve set-up problems and agree on a solution. Finally, MRC held a kaizen event to implement the agreed upon solution. The team designated specific tools for each machine, and each crew now records its work in a log book. They note how the machine ran, any problems it experienced, and the log acts as a reference for any recurring problems.

Results:

- * Reduced set-up time.
- * Standardized procedures to improve productivity.

Testimonial:

"We knew from past training experience with the Manufacturers Resource Center that they would be able to get the job done quickly and effectively."

Steve Gombar, Human Resource Director